Education for Transformation

Office of Force Transformation

Presented
to the
Leadership Competencies Symposium
March 24, 2004

Lt Col Chuck Pattillo
Transformation Strategist
Office of Force Transformation
Office of the Secretary of Defense
(703) 696-5769
charles.pattillo@osd.mil

Education for Transformation

- Overview
  - The ‘Why’

“The dogmas of the quiet past are inadequate to the stormy present. The occasion is piled high with difficulty, and we must rise with the occasion. As our case is new, so we must think anew and act anew.”--Abraham Lincoln

  - The ‘What’

"The surest way to corrupt a young man is to teach him to esteem more highly those who think alike than those who think differently.“—Nietzche

"The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.“-- Alvin Toffler

Office of Force Transformation (OFT)

…Goals

- **Make force transformation a pivotal element of national defense strategy and DoD corporate strategy effectively supporting the four strategic pillars of national military strategy.**
- **Change the force and its culture from the bottom up through the use of experimentation, transformational articles (operational prototyping) and the creation and sharing of new knowledge and experiences.**
- **Implement Network Centric Warfare (NCW) as the theory of war for the information age and the organizing principle for national military planning and joint concepts, capabilities, and systems.**
- **Get the decision rules and metrics right and cause them to be applied enterprise wide.**
- **Discover, create or cause to be created new military capabilities to broaden the capabilities base and mitigate risk.**

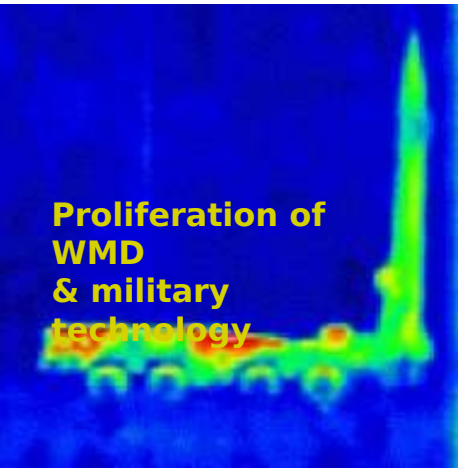
Education for Transformation

Office of Force Transformation

Globalization II …The Why → Globalization III Global Trend #1

- ***Beliefs in Conflict: Political Ideology***
- **Static, bipolar "market"**
- **Bulk of population in 3rd World**
- **Limits on security "exports"**
- **Ordering principle = Great Power War; yet none since 1945**

- ***Beliefs in Conflict: Religion/culture***
- **Also bifurcated, but very fluid**
- **4 Billion in Core, 2 Billion in Gap**
- **"Unlimited" global demand for security exports**
- **Warfare now simultaneous across system, state and individual levels**



- ***New Rules***
- ***New Institutions***
- ***New Security Environment***
- ***Disconnectedness → Danger***

Education for Transformation

Office of Force Transformation

Industrial Age

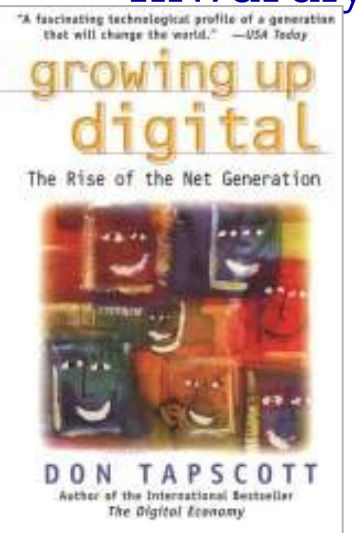
- Success = Scale + Scope
- Top Down - Centralized
- Vertical Integration
- Information Hoarding
- Local Awareness
- Arms Length Relationships
- Make and Sell
- Inwardly Focused

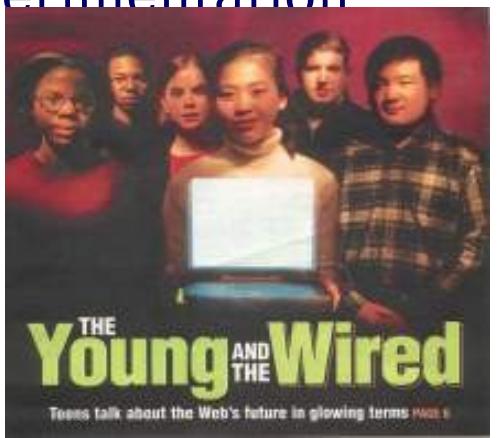
The Why – Global Trend #2

Information Age

- Success = Adaptability + Agility
- Empowering the Edges
- Virtual Integration
- Information Sharing
- Increased Transparency
- Collaboration & Synchronization
- Sense and Respond
- Externally Oriented
- Accelerated Innovation
- Experimentation

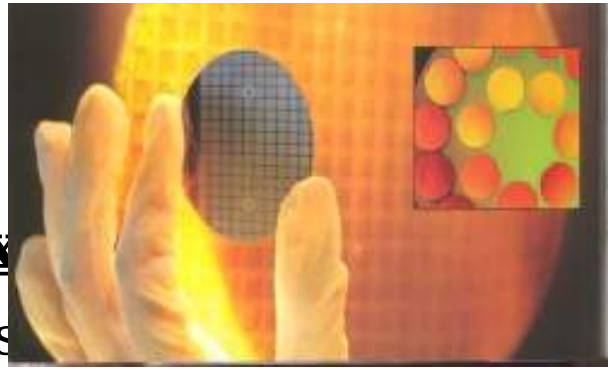
- ***New Rules***
- ***New Behaviors***
- ***New Competencies***
- ***New Relationships***


"A fascinating technological profile of a generation that will change the world." —USA Today
growing up digital
The Rise of the Net Generation
DON TAPSCOTT
Author of the International Bestseller
The Digital Economy



Global Trends:

...New Competitive Landscape

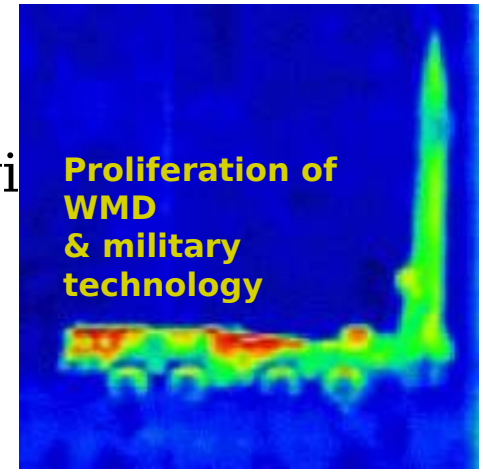


Information Age

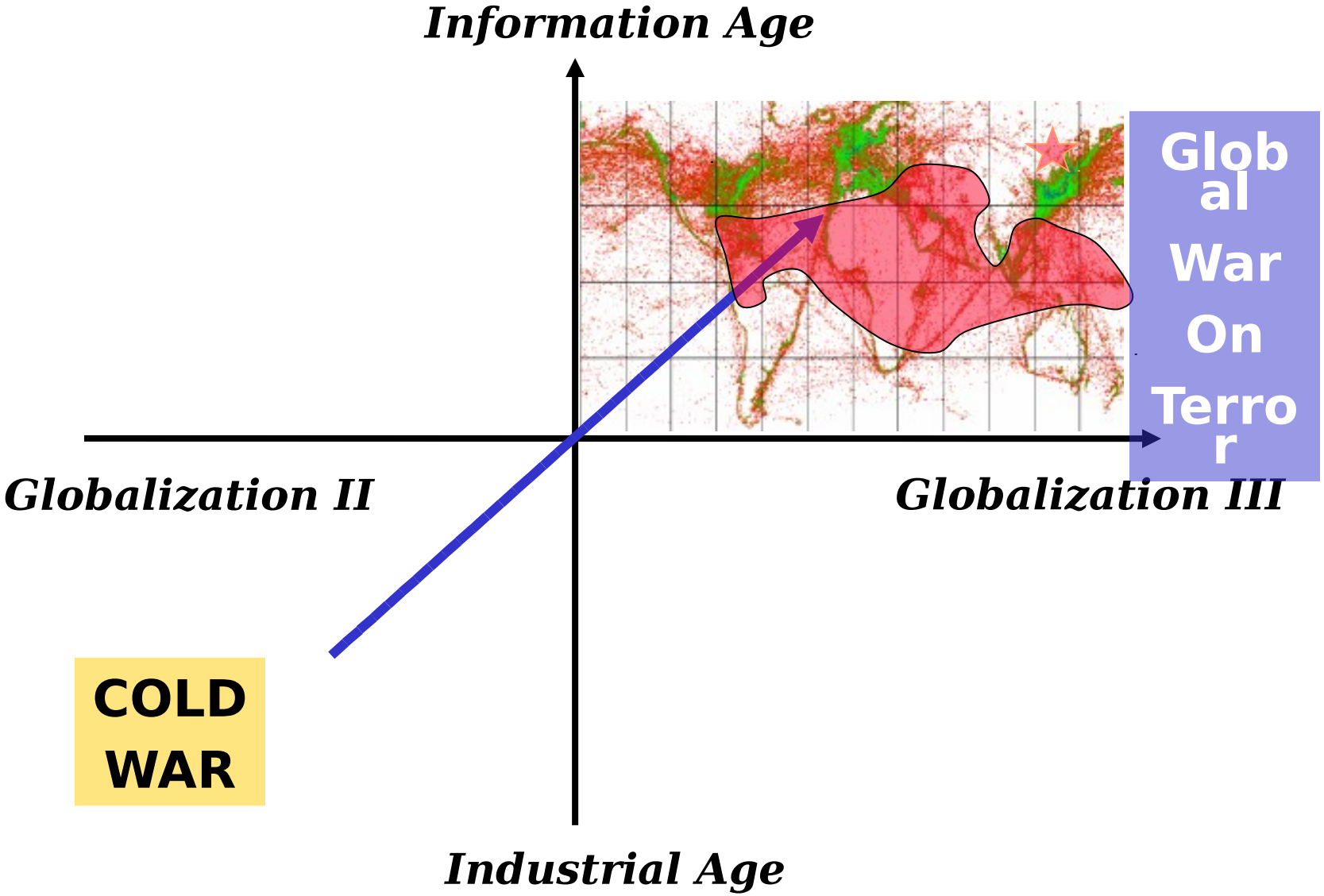
- **New Technological Contex**
  - Access to highly capable, low-cos
  - Falling barriers to competitive entry -- sea, space, cyberspace

Globalization III

- **Broadened Threat Context**
  - Era of uncertainty with rapidly evolvi threats
  - State/non-state, nodal/non-nodal
  - Asymmetric / conventional
  - Unrestricted – deterring the un-



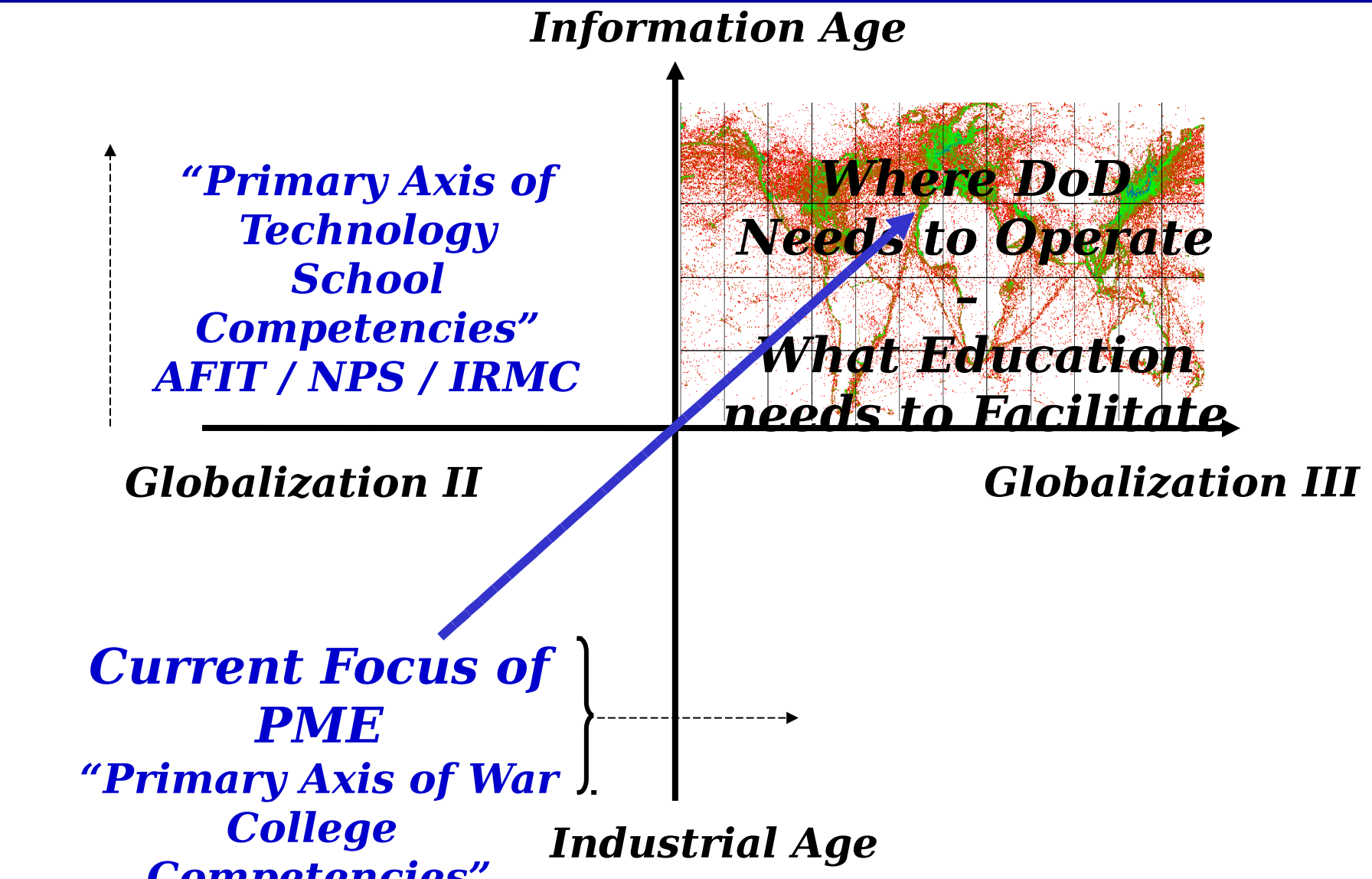
Transformation: *Meeting the Challenges of the New Competitive Landscape*



Education and Transformation

...a perspective of US DoD Education

Office of Force Transformation



Education for Transformation

…The What - Background

- U.S. SecDef Memo, 28 Jul 03
  - Improve Jointness in the Services thru the Management of Service Schools
- Workshops
  - Wye River, 26 Aug 03
    - Benefits of a competency based learning framework for senior leaders
  - U.S. Army War College, 7-8 Oct 03
    - If / How NCO was being covered in the existing curriculum of DoD's Learning Institutions
  - Washington, D.C, 21-22 Oct 03
    - Focused on key relationships between innovation and culture
- Dir, Force Transformation-Memo to SecDef, 6 Feb 2004

Education for Transformation

…Workshop Results

- Workshops Identified *Unarticulated* Needs
  - Balance of Curriculum
    - Globalization & Technological innovations and implications outpacing many learning institutions
    - Address transformation challenges
      - Size, shape, operate and change an Information Age Force
  - Focus on Research
    - Oriented toward multi-enterprise collaboration
  - High Quality Continuing Education
    - Access to high quality information and analytical approaches to emerging topics of significance to Transformation

Education for Transformation

...OFT Initiatives

Office of Force Transformation

- **Transformation Chairs Program**
  - **Diffusion of emerging knowledge at DoD Schools**
- **Transformation Research Program**
  - **Creating new knowledge**
- **Transformation Short Courses {Executive Type Education}**
  - **Network Centric Operations**
  - **Innovation & Experimentation**
  - **Others TBD**

Near Real Time Diffusion

- **Transformational Leadership Certificate Program**
  - **Coherent program of instruction on leading Defense Transformation**

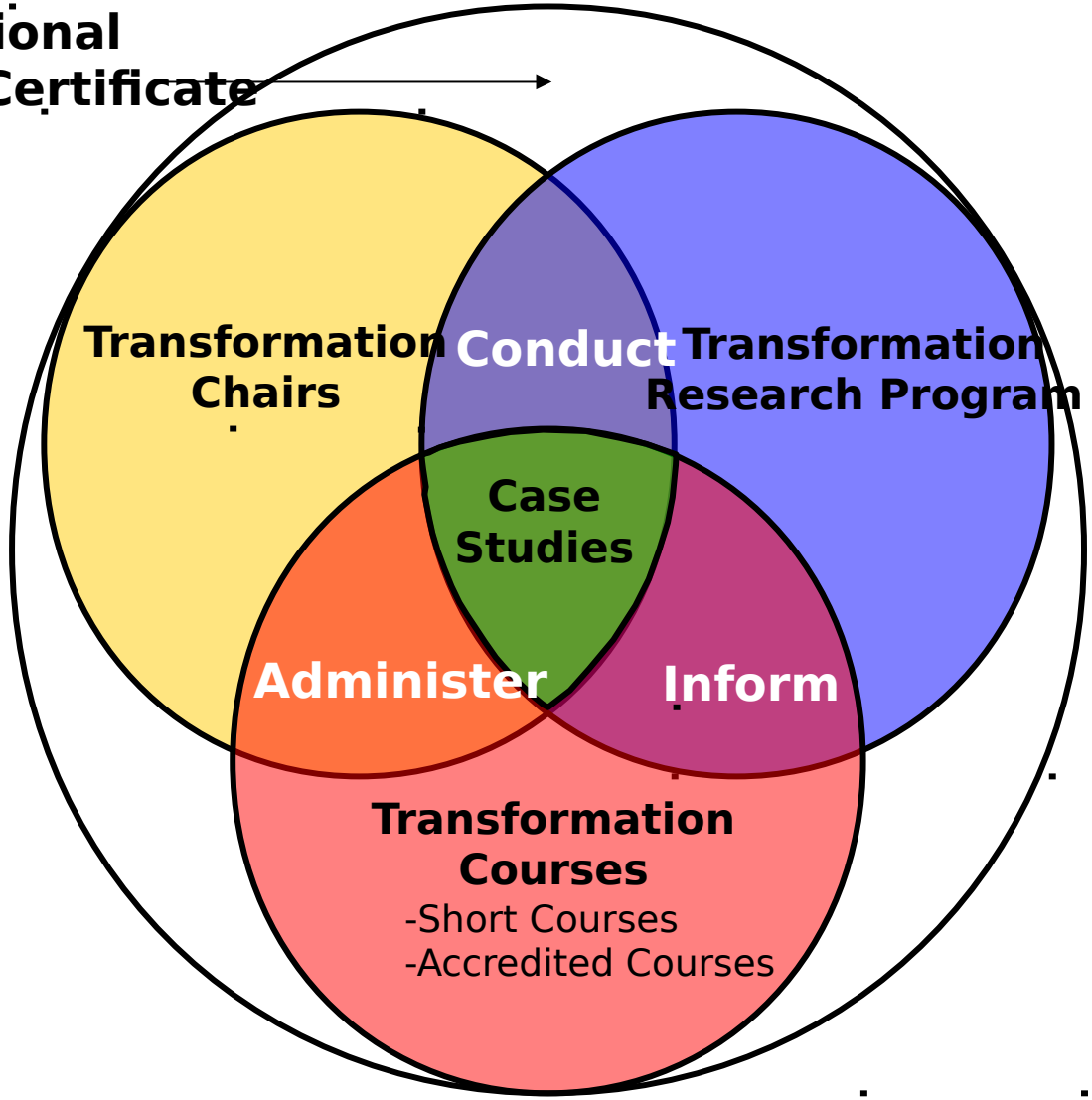
e going to break the grip of old culture, seize control of the schools"
— High-Velocity Culture Change by Price Pritchett and Ron Pound

Education for Transformation

... *Relationships*

Office of Force Transformation

Transformational Leadership Certificate Program



Opportunities for DoD Educational Institutions to Participate

- Transformation Chair Program
  - Full Member – “Node in the Network”
  - Diffuse Emerging Knowledge
- Transformation Research Program
  - Full Member, Participate and Collaboration with US & Int’l Learning Institutions
  - Create New Knowledge
- Transformation Short Courses
  - Collaborate in the development
  - Participate, teach, host
- Transformational Leadership Certificate Program
  - Participate in or Instruct at

Transformation Chairs

- Objective
  - Authoritative Champion for Transformation (Tx) Studies at DoD Educational Institutions
    - Create courses, spur research, influence curriculum
  - Network of Educators
    - U.S., Allies, Coalition Partners
- Anticipated Locations (U.S.)
  - War Colleges (4)
  - Service Academies (3)
  - NPS / AFIT (2)
  - International

Transformation Chairs

- Diffuse Emerging Knowledge
  - Advocate for Transformation
    - Electives initially leading toward core curriculum
  - Collaborate in the development and delivery of Short Courses and Accredited Courses
    - Short Course delivery at forums, domestic & international
  - Develop, Interpret, Deliver Case Studies
- Create New Knowledge
  - Conduct Original Research
  - Institution focal point for the Transformation Research Program
    - Coordinate and Collaborate with other institutions research

Transformation Chairs

...Support

- Financial Aspects
  - Institution Specific, dependant upon approach to establish ‘Chair’
  - Resources available to fund, partial to full Title X position for up to three years (US only)
  - Travel funded
- Case Studies
  - Those OFT sanctioned are available to support instruction
  - Case Study researchers as guest lecturers (US + Int’l)

Transformation Chairs

...Progress to Date

- Preliminary discussions ongoing with
  - National Defense University
  - US Air War College
  - US Naval War College
  - US Army War College
  - US Naval Postgraduate School
  - US Military Academy
  - US Naval Academy
  - US Air Force Academy
  - US Marine Corps University

Transformation Research Program

- Objective
  - Fund collaborative research in topic areas salient to Defense Transformation
- Program
  - Current Grant Range is $25,000 - $200,000 per year
  - Facilitate collaborative research between military / civilian education institutions, domestically and internationally
- Eligibility
  - Faculty and students within Education for Tx network

Transformation Research Program

- Terms and Conditions
  - Conduct cutting-edge collaborative research in topics salient to Defense Transformation
  - Levels of Collaboration
    - Discipline, Institution, National / ***Inter-National***, Academic, Industry
  - Deliverables
    - Publication quality paper
    - Case studies which can be integrated into curricula
    - Data Bases for Sharing
    - Present Findings

Transformation Research Program

…Progress to Date

- Research Programs Currently Ongoing
  - University of Arizona's Center for Management of Information
    - Network Enabled C2: CTF-50 in OEF
  - University of California at Irvine's Center for Research on Information Technology in Organizations
    - Multiple Case Studies on Value of IT
- Research Programs Recently Initiated
  - US Army War College
    - V Corps and 3 ID in OIF: Impact of Networking on the War Fight
  - US Naval Postgraduate School
    - Methodologies for Implementing NCW
  - US Military Academy
    - Methodologies for Measuring Information Advantage

Transformation Short Courses

- Initiative
  - Collaborative effort between OFT and faculty from DoD education institutions and institutions of select Allied & Coalition Partners
  - To develop and offer a range of ‘short courses’ on topics of significant importance to Defense Transformation
- Future Development
  - Network Centric Operations (NCO)
  - Innovation and Experimentation (I & E)
  - Information Age Organizational & Culture Change
  - Capabilities-Based Planning
  - Globalization
  - Acquisition

Transformation Short Courses

…Progress to Date

- Network Centric Operations (NCO)
  - Planning workshop held 26-29 Jan at NPS
  - First Offering, Apr 04 to Allied Command Transformation's (ACT) NATO Network Enabled Capability (NNEC) Integrated Product Team (IPT)
- Innovation and Experimentation (I & E)
  - Planning workshop proposed for Mar, 04
  - Tentative Dry Run, May 04
  - Tentative First Offering, Jun 04

Transformational Leadership Certificate Program (TLCP)

Office of Force Transformation

- Initiative
  - Collaborative effort between OFT and NDU's School for National Security Executive Education (SNSEE)
  - Prepare future leaders with the knowledge and skills to size, shape, resource, and change the force
  - Possibility for Allies and Coalition Instructors
    - Close working relationship with OFT
- Short Course and Accredited course format
  - Network Centric Operations (NCO)
  - Innovation and Experimentation (I & E)
  - Information Age Organizational and Culture Change
  - Capabilities-Based Planning
  - Globalization
  - Acquisition

TLCP

…Progress to Date

- Existing Memorandum of Agreement with NDU's SNSEE being modified to address requirements of TLCP
- Collaborating with development of Short Courses

International Collaboration - 1

- Allied Command Transformation
  - NNEC IPT recipients of first NCO Short Course
- United Kingdom
  - Potential for US/UK collaboration discussed between D(FT) and LT GEN Palmer, Dep Chf of Defence Staff (Personnel) UK
  - Ongoing follow-up dialog with the British Defence Staff, British Embassy
- Australia

International Collaboration - 2

- Netherlands
  - RNAF C2 Support Center at Ede, Netherlands
    - Ongoing discussions to offer the NCO Short Course internationally in support of NNEC
- Germany
  - German Army and Air Force Service HQ's
    - Ongoing discussions to offer the NCO Short Course
- Sweden
  - Swedish Armed Forces
    - Ongoing discussions to offer the NCO Short Course

Questions

www.oft.osd.mil

Elements of an Action Plan: Assessment Criteria

Education & Training	Existing	Transformed for NCW
Style	Linear, sequential, serial	Non-linear, parallel, multi-media learning
Type of instruction	Directive instruction	Exploration, discovery
Approach to learning	Absorbing facts, materials	Learning how to learn
Access to Knowledge	Limited, based on need to know and course requirements	Requires Universal access to Human Knowledge
Approach to subject matter	Ad hoc mix of breadth and depth	Broad perspective or specific focus as needed
Timing of education	Fragmented, as needed	Lifelong, continuous
Orientation	Group-oriented, lowest common denominator	Customized to individual

Defense Executive Education

	Operational Commanders	Base/Organization Administrators	Enterprise Executives
Influence Model	Command and Control	Management	Partnerships, ventures
Orgn Structure	Mil Cmds Single Svc/Joint	Civilian Bureaucracies	Commercial networks, Global coalitions
Mngmt Focus	Tactical Execution	Administrative Service & Stability	Commercial Networks Global Conditions
Time Horizon	Operational Tours	Fiscal Years	Business Cycles
MOE	Readiness/victory	Budgets, size	Transformation
Leadership	“Follow Me”	“Be Rational”	“Be Persuasive”
Decision Making	Centralize, Flows from Top	Compartmentalize, Jurisdictional Structures	Decentralize, Delegate/Empower
Conflict Mgmt	Minimize	Adjudicate	Optimize
Planning	Contingencies	Stability	Opportunities
Crisis Mngmt	Respond	Avoid/Contain	Exploit
Exemplars	Patton, Halsey, Schwarzkopf, Franks(?)	Marshall, King, Late Rickover, MacNamara	Early Rickover, Raborn, Cebrowski,